

Inter-Generational Organizational Communication Flow At Brimob Command Headquarters, Kelapa Dua, Depok

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Abstract

Generational diversity in the modern work environment presents unique challenges in communication. Differences in values, preferences and work styles between generations can hinder collaboration and productivity. This article discusses the importance of effective intergenerational communication in modern organizational leadership. By understanding and addressing these communication challenges, organizations can create a more inclusive and productive work environment.

Keywords: *Intergenerational communication, leadership, modern organizations, generational diversity, productivity, collaboration*

INTRODUCTION

In an increasingly complex and dynamic organizational landscape, the role of communication is increasingly crucial. Effective communication is not just about exchanging information, but also the foundation for organizational success. Strong leadership cannot be separated from the ability to communicate effectively. In this modern era, where change occurs so rapidly, leaders are required to be able to convey the organization's vision, mission, and strategy clearly, inspire, and motivate all team members. This article will discuss the importance of effective communication between generations in modern organizational leadership, as well as the challenges and opportunities faced in its implementation. In the fast-paced digital era, organizations are required to be able to adapt to changes that occur quickly. Effective communication is the key to managing this change, building consensus, and ensuring that all members of the organization are moving towards the same goal. Transformative leadership is not only about giving orders, but also about inspiring and empowering others. Authentic and empathetic communication is the key to building strong and trusting relationships with team members.

Although technology has made communication easier, it also brings new challenges such as information overload and the risk of miscommunication due to lack of face-to-face interaction. In the era of globalization and rapid technological advances, the work environment in various organizations has undergone significant changes. One of the most visible shifts is the generational diversity in the workforce. Baby boomers, X, Y (millennials), and Z generations now work side by side, each bringing different values, skills, and perspectives on work. This creates communication challenges that need to be addressed in order for organizations to operate efficiently and productively. This article will discuss the background of intergenerational communication challenges in the context of the modern organization. Each generation has different value systems and priorities, which can affect how they view work and organizational goals. For example, baby boomers tend to emphasize loyalty and discipline, while generation Y places more emphasis on flexibility and work-life balance. These differences can create communication barriers, as each generation may struggle to understand and appreciate the values espoused by the other generation.

Each generation has different value systems and priorities, which can affect how they view work and organizational goals. For example, baby boomers tend to emphasize loyalty and

discipline, while generation Y places more emphasis on flexibility and work-life balance. These differences can create communication barriers, as each generation may struggle to understand and appreciate the values espoused by the other generation. Additionally, different generations have varying levels of technological skills and preferences for using communication tools. Baby boomers may be more comfortable with face-to-face or telephone interactions, while generations Y and Z are more accustomed to instant messaging, email, and social media. This mismatch in technological preferences can hinder the communication of ideas and information, and hinder collaboration between generations. On the other hand, leaders and managers from each generation tend to have different leadership styles. Baby boomers may be more authoritarian and hierarchical, while generations Y and Z tend to prefer an inclusive and collaborative leadership approach.

Conflict can arise when these leadership styles do not align with the expectations or values held by employees from different generations. Differences in approaches to work and career development can impact employee engagement and retention. Generations Y and Z generally seek recognition, challenge, and rapid career progression, while baby boomers place more emphasis on stability and traditional rewards. Organizations need to understand the needs and expectations of each generation to increase employee satisfaction and reduce high turnover rates. The lack of effective communication between generations can lead to conflict within work teams. Differences in how they think, work, and solve problems can hinder collaboration and creativity. Addressing this conflict requires understanding and appreciating the unique contributions of each generation. With the retirement of baby boomers and the shift to younger generations, organizations must face challenges in knowledge management and generational transfer. It is essential to create mechanisms that support the transfer of knowledge from generation to generation experienced to the younger generation, so that the continuity and innovation of the organization are maintained.

Each generation has a different level of openness to change in the organization. Younger generations tend to be more accepting of innovation and change, while older generations may be more skeptical or resistant. Difficulty in adopting these changes can hinder the organization's progress and reduce its ability to respond to market or technological changes. In a work environment involving multiple generations, the challenge of intergenerational communication becomes increasingly important to address. Organizations that are able to effectively manage generational diversity will gain a competitive advantage in terms of innovation, productivity, and employee satisfaction. Therefore, it is very important for leaders and managers to understand and respond to the different needs, values, and communication styles of each generation, in order to create an inclusive and collaborative work environment.

Currently, the communication gap is one of the problems often faced in the professional world. This communication gap is only part of the problems that arise due to the gap between generations. The generation gap refers to the differences between generations, especially between children and parents, which include aspects such as language, communication style, appearance, and use of technology. This difference is now also occurring in the workplace, so that many companies face communication challenges between employees from different generations. According to a corporate communications expert from a state-owned company in Surabaya, currently large companies must manage the challenge of having employees from two, even three generations, in one workplace. One of the biggest challenges faced by companies like this is how to overcome differences in views and ways of working between generations, so that they can work together to achieve the same company vision and mission.

American motivator, Randy Hain, wrote in the Huffington Post around 2013 about the communication gap in the workplace, and divided them into two groups: Baby Boomers and Generation X, facing Generation Y. Both of these generation groups often face communication problems in the workplace, due to quite striking differences in their character and communication

style. One of the most visible differences is the gap in the use of information technology and digital literacy in a professional environment. If this difference is not considered, it can trigger internal conflict in the office.

In communication, aligning perceptions between generations in the work environment is mandatory to avoid the existing communication gap getting bigger. This is where the problem begins, when the generation gap creates a gap in perception. The interaction that is built is no longer to understand each other's interpretations, but instead leads opinions with many assumptions. One example is a senior employee who assumes that junior employees do not have a high work ethic and tend to be picky about jobs even though they do not have much professional experience. Meanwhile, the millennial generation considers their seniors to be a rigid generation, slow to adapt and do not like innovation in any way, and are also technologically illiterate. Responding to the flow of leadership communication provides valuable communication insights in decision making, helps in managing the organization's reputation, and responds to issues related to the public interest. With a deep understanding of industry trends and public perception, they contribute to the development of successful achievements. Effective communication flow involves good listening skills. Leaders must be able to understand the needs and perspectives of various stakeholders, including employees and the general public.

By building open two-way communication, they create an environment that allows for constructive feedback, collaboration, and innovation. Communication managers also serve as strategic advisors to organizational leaders. In addition, leaders also play a role in building a strong image and relationship with members. They develop effective communication strategies to promote products or services, increase brand awareness, and build member loyalty. By using social media, creative content, and planned communication campaigns.

Nonverbal communication members have been taught about hierarchy since early education. Since receiving police education, members are introduced to the structure of the police force from the lowest to the highest rank. Through this education, subjects also understand loyalty between fellow police officers and how to respect their seniors. This is in accordance with one of the functions of nonverbal communication put forward by Samovar (2010), interpreting internal conditions, because humans use this message system to express attitudes, feelings, and emotions. Consciously or unconsciously, intentionally or unintentionally, humans make important judgments and decisions about a person's condition, a condition that is expressed without words. Nonverbal communication in police culture tends towards a hierarchy of honor and politeness. However, there are no specific benchmarks or written regulations regarding how nonverbal communication is used. The symbols used in communication are a form of respect for seniors or superiors who have higher positions. On the other hand, the culture of politeness and nonverbal communication methods are also influenced by the cultural background of the individual. So that the cultural background influences the way police officers communicate with the public and their colleagues.

Organizational communication is a type of communication that occurs within a particular organization. In the context of an organization that has a formal and informal structure, it is important to note that the third element in the communication continuum is interpersonal communication. Organizational communication involves the process of sending and receiving various messages that occur within the formal and informal groups of an organization. Formal communication is a type of communication that is approved by the organization itself with a focus on the interests of the organization, including information about how to work, productivity, and tasks that must be carried out within the organization, such as memos, policies, statements, press conferences, and official letters.

1. Vertical Communication from Top to Bottom Communication that is carried out with the main characteristic of information flowing from a higher position to a lower one. Generally, the type of information conveyed is closely related to the work activities that must be carried

out by members of the organization. The general form of communication from top to bottom.

In general, downward communication can be classified into five types:

- Task Instructions State the definition of task instructions as follows "a message conveyed to subordinates about what is expected through what they do and how to do it.
 - Rational State the rational definition of work as follows: "A message that explains the purpose of the activity and how the activity relates to other activities in the organization or organizational objects".
 - Ideology Explains that ideology is an extension of rational messages. Where in rational messages the emphasis is on explaining tasks and their relationship to organizational perspectives, while in ideological messages, on the other hand, it seeks enthusiastic support from members of the organization in order to gain loyalty, morale, and motivation.
 - Information is intended to introduce subordinates to organizational practices, organizational regulations, benefits, habits and other data that is not related to instructions and rationality.
2. Bottom-up Vertical Communication The function carried out in the bottom-up model emphasizes more on how subordinates respond to policies determined by the organization. Providing functions given from subordinates to superiors is useful for providing input in the organizational decision-making process, providing considerations on what subordinates need to do to be able to complete work optimally, providing considerations to leaders to make the right decisions in solving a problem or making policies. The purpose of this communication is to provide feedback, suggestions, and ask questions which in reality this communication is two-way communication.
3. Horizontal Communication The core of horizontal communication emphasizes the delivery of information to people at the same level or authority. Horizontal communication functions to facilitate organizational activities in coordinating the planning and implementation of tasks that must be completed, solving problems that must be faced together, facilitating the achievement of a shared understanding of the differences that arise to resolve the problem, providing support in productive working relationships. A communication process is determined by elements that include: who the sender is (communicator), what is said or sent (message), what communication channel is used (media), and to whom. (communicate). There will be consequences. (influence). In general, the communication process model can provide ideas to organizational managers about how to influence or change the attitudes of members through the design and implementation of communication.

Dealing with intergenerational problems in the police requires wise, inclusive, and adaptive leadership. An effective leader will understand that each generation has its own strengths and weaknesses, and their job is to integrate these two groups to achieve common goals. By creating open communication, providing space for collaboration, valuing experience, and encouraging professional development, leadership can build a Polri that is more solid, productive, and ready to face future challenges.

Actions to be taken:

- Value and leverage the experience of seniors: Leadership should emphasize the importance of transferring knowledge from seniors to juniors. Seniors can mentor juniors, help them understand the dynamics of the field, and share experiences related to handling more complex cases and situations.

- Empower new ideas from the younger generation: Leadership also needs to open up space for fresh ideas coming from the younger generation, especially those related to the use of technology and innovative approaches in law enforcement.

Build Open and Effective Communication

Clear and open communication is essential to prevent miscommunication between generations. Younger members may feel unappreciated or misunderstood by their seniors, while seniors may have difficulty understanding the approach or way of working of younger members.

Actions to be taken:

- Open dialogue: Leadership should create space for discussion between members of different generations. Forums such as coordination meetings, joint training, or mentoring sessions can help create effective communication channels.
- Understand differences in communication methods: Younger generations may be more accustomed to using technology, such as instant messaging or digital-based applications. On the other hand, older generations may be more comfortable with face-to-face communication or through more formal channels. Leadership needs to balance these two approaches so that information can be conveyed clearly and efficiently.

Rewarding and Recognizing Performance

Every generation has different motivations. Older generations may value formal recognition or promotions, while younger generations may value immediate recognition for their contributions or opportunities for professional development.

Actions to take:

- Recognizing contributions from all: Leadership should develop a reward system that is fair and aligned with the values and aspirations of each generation. This could be performance-based rewards, or opportunities for professional training and certification.
- Involvement in decision-making: Members of different generations should be given the opportunity to be involved in decision-making processes or police program planning, which gives them a sense of recognition and respect for their perspectives.
- Continuing Education and Training
- Given the constant changes in policing, both in technology and methodology, it is important for leadership to provide ongoing training. This training is not just for younger members, but also for older members so that they can stay up to date.

Maintaining Well-Being and Work-Life Balance

Each generation has different needs when it comes to well-being and work-life balance. Leadership needs to be sensitive to this, given that younger generations are more likely to seek flexibility, while older generations may be more focused on stability.

Actions that can be taken:

- Facilitate work-life balance: Leadership needs to develop policies that support the well-being of all members, such as mental and physical well-being programs, as well as policies that support flexibility without compromising productivity.
- Understanding workload: Ensuring that the workload is shared fairly and does not burden one generation more than another, and allowing members sufficient time to recuperate. The culture within the police institution upholds what is called hierarchy, this culture prioritizes Rank, Position and Age, the first is that Rank is the most important, if the rank is higher he can give orders, the second is position, Each position has different responsibilities, authorities, and duties according to its level in the police hierarchy, if

someone has been inaugurated first as a member and after that there is a new inauguration, then the first to be inaugurated and have that position will be the senior, the third is age, in the police the last age because even if he is older even if his rank is lower than the younger age he must respect the higher rank, that is the hierarchy in the police

Then there are levels of rank in the police, there are Privates, Non-Commissioned Officers, and Officers, Privates are the lowest rank in the police, then there are Non-Commissioned Officers who are middle rank, then there are Officers who are above Non-Commissioned Officers, the culture in the police requires us as members to respect each other, for example if in the junior senior rank privates, non-commissioned officers, Our officers are required to call each other by the title Abang if we are juniors, and by the title of Brother if we are seniors, privates call non-commissioned officers by the title Mas, and vice versa, non-commissioned officers call privates by the title Mas, if privates and non-commissioned officers call officers by the title Commander, then in the officer rank there are also levels, namely First Officer (PAMA), Middle Officer (PAMEN), then there are High Officers (PATI), fellow PAMA call each other by the title Abang and Brother, fellow Juniors and Seniors, PAMA to PAMEN call each other by the title Commander, likewise PAMEN to PATI call each other by the title General, from Privates, Non-Commissioned Officers, and Officers if they call PATI by the title General.

Then there is a culture of mutual respect in the police, if you meet fellow members, you must respect each other and shake hands to increase respect between members, In the Police, the relationship between superiors and subordinates is often very close and full of a sense of kinship. This family culture creates a strong sense of solidarity among members, often referred to as "kinship" in the police world. This is reflected in the mentoring culture, where senior members guide junior members in their police duties and in their career development

RESEARCH METHODS

This paper is a literature research with a descriptive qualitative approach. This means that the author bases his findings on a literature review and does not conduct field research or direct data collection. A qualitative approach is used to understand complex phenomena such as the flow of intergenerational communication at the Kelapa Dua Depok Brimob Command Headquarters. This study describes the characteristics, differences in values, and strategies of intergenerational communication based on an in-depth literature analysis. By focusing on describing phenomena and not using quantitative data, this approach provides in-depth insight into the complexity of intergenerational interactions at the Kelapa Dua Depok Brimob Command Headquarters.

Data exposure

Interview: Cross-Generation Communication Flow between Leaders and Members at the Brimob Command Headquarters, Kelapa Dua, Depok.

Interview with:

- Police Assistant Commissioner (AKP) Guntoro, SH. (Senior leader - Baby Boomer Generation)
- Police Inspector Two (IPDA) Bambang Supriyanto, SH. (Middle member - Generation X)
- Police Brigadier (Brigadier) Syafrizal Mubarak, (Senior Member - Generation Y)
- Police Brigadier Two (Bripda) Ananda Rizqi Ramadhan. (Junior Member - Generation Z)

Interview with AKP Guntoro, SH. (Senior Leader - Baby Boomer Generation)

Fadhil Indrawan:

As a senior leader at Mako Brimob, how does the Commander manage communication with members from various generations, especially with the younger generation?

AKP Guntoro, SH.:

As a leader, I always try to understand the differences in the characteristics of each generation. I am aware that younger members are more accustomed to technology and faster communication. Therefore, I try to adjust my communication style. On the one hand, I still use more formal methods, such as written reports or instructions through memos. However, I also try to open up space for younger members to provide input, either directly in meetings or through digital platforms that they are more familiar with.

Fadhil Indrawan :

What is the biggest challenge that the Commander faces in communicating with the younger generation?

AKP Guntoro, SH. :

My main challenge is the difference in how they communicate. They tend to use short messages or chat applications, while I am more comfortable using more formal channels. I have to ensure that even though we have differences in how we communicate, the information I convey remains clear and well understood by all members, regardless of generation.

Fadhil Indrawan :

Does the Commander feel that intergenerational communication affects the effectiveness of work in Brimob?

AKP Guntoro, SH. :

Of course. Effective communication is very important, especially in a military environment where coordination is needed. These differences in communication styles, if not managed well, can lead to misunderstandings. However, with mutual understanding and an effort to adapt, I think cross-generational communication can enrich the way we work. Younger generations often bring fresh ideas that can be very useful, and those of us who are more senior can provide the necessary experience and guidance.

Interview with IPDA Bambang Supriyanto, SH. (Middle Member - Generation X)

Fadhil Indrawan:

As a middle member, how does the Commander see the role in bridging communication between senior leaders and younger members at Mako Brimob?

IPDA Bambang Supriyanto, SH.:

As a generation X, I am in the middle, where I can see and feel the difference in the way older and younger generations communicate. I often act as a liaison between the two. For example, if senior leaders want a more formal report, I will convey the instruction to younger members, and vice versa, I also help leaders understand ideas or suggestions that come from younger members who tend to use technology and fast communication more.

Fadhil Indrawan:

How does the Commander deal with challenges in communication between older and younger generations?

IPDA Bambang Supriyanto, SH.:

The challenge I face most often is the difference in expectations in how information is conveyed. The younger generation is usually more direct and wants quick feedback, while the older generation values structured and formal communication. In this case, I try to adjust and bridge, for example by using communication channels that are acceptable to both parties, be it formal or informal communication, depending on the situation and needs.

Fadhil Indrawan :

According to the Commander, how important is cross-generational communication for the success of the Brimob team?

IPDA Bambang Supriyanto, SH. :

Cross-generational communication is very important. Each generation brings its own strengths and perspectives. The older generation has valuable experience, while the younger generation adapts to technology more quickly. If these two generations can collaborate well through effective communication, we can be stronger as a team. Of course, this requires understanding and adjustment from both parties.

Interview with Brigadier Moh Syafrizal Mubarak (Senior Member – Generation Y)

Fadhil Indrawan :

According to you, how important is cross-generational communication for the success of the Brimob team?

Brigadier Moh Syafrizal Mubarak:

So here it is, when we communicate with superiors (Commanders) Use polite and formal language, choose words that show respect, use a soft and unhurried tone of voice. Avoid gestures that can be considered impolite, if they share stories or experiences, show empathy and do not belittle their opinions even though they may be different.

When communicating with Juniors, use more relaxed language, but remain polite. Adjust your speaking style to their age, use friendly gestures and facial expressions. Be open and avoid postures that seem judgmental, let them talk and express interest in what they say. Avoid being patronizing unless they ask for advice.

Fadhil Indrawan:

Have you ever had difficulty communicating like that?

Brigadier Moh Syafrizal Mubarak:

It's not that difficult, it depends on who we're dealing with, because each character is different, so we have to be able to play a role when communicating with them, so that's it, bro, the point is to be able to position yourself and play a role when communicating.

Interview with Bripda Ananda Rizqi Ramadhan (Junior Member - Generation Z)

Fadhil Indrawan:

As a member of the younger generation, how do you feel the flow of communication between you and senior leaders at Mako Brimob?

Bripda Ananda Rizqi Ramadhan:

I feel that communication with senior leaders can sometimes be a bit formal and time-consuming, especially because they are more accustomed to more traditional communication channels such as written reports or memos. On the other hand, my younger colleagues and I are more accustomed to faster and more informal communication, such as using instant messages or other digital applications. Sometimes, I feel that this method can slow down the flow of information, especially when there are things that need to be conveyed immediately.

Fadhil Indrawan :

How do you respond to this difference in communication with leaders or more senior colleagues?

Bripda Ananda Rizqi Ramadhan :

I try to remain patient and understand that this difference exists due to experience and habits. I also learn to adapt to the way they communicate, especially in terms of formality and procedures. However, I hope there is more room for faster and more direct communication, so that we can be more efficient in acting. Of course, we are also ready to provide input in a way that they can accept.

Fadhil Indrawan :

In your opinion, does this cross-generational communication affect the performance of the Brimob team?

Bripda Ananda Rizqi Ramadhan :

Yes, it is very influential. If communication between generations runs smoothly, it can improve teamwork. We who are younger often have new ideas that can be executed more quickly if communication with senior leaders is done openly. On the other hand, the experience of senior leaders is very valuable in providing direction and ensuring that we do not move too quickly without careful consideration. In essence, if both parties listen to each other and adapt, team performance will be better.

RESULT AND DISCUSSION

Organizational Communication

Organizational communication is the process of exchanging information, ideas, and emotions between members of an organization through various communication channels. It includes vertical and horizontal information flows within the organization, as well as interactions between different levels of hierarchy, from superiors to subordinates. An important aspect of organizational communication involves conveying organizational goals, tasks, and directions to team members. In addition, organizational communication also includes formal and informal channels used to convey news, policies, and changes in the work environment. Organizational communication plays a role in shaping organizational culture, facilitating collaboration, improving operational efficiency, and creating a positive work climate. Clear messaging and good understanding between members of the organization can strengthen work relationships, reduce conflict, and increase productivity. An effective communication system within an organization is one of the key factors in organizational success. In general, an organization is a collection of people who have the same goals and interests. According to (Sazali & Siregar, 2020) When there is communication, an organization can operate effectively. In other words, individuals in the organization need to interact and communicate so that organizational operations can function. Basically, an organization can operate effectively. In other words, individuals in an organization need to interact and communicate so that organizational operations can function (Fauzan Ahmad Siregar & Lailatul Usriyah, 2021).

According to Pace and Faulus (2013) quoted by (Mayasari & Susilawati, 2019) is When there is communication, an organization can operate effectively. In other words, individuals in the organization need to interact and communicate so that the organization's operations can function. According to Paramik (2020) when there is communication, an organization can operate effectively. In other words, individuals in the organization need to interact and communicate so that the organization's operations can function. According to Goldhaber (in Muhammad, 2009:67) quoted by (Muspawi et al., 2023) The process of producing and sharing messages in interdependent network interactions to address communication or environmental changes is called organizational communication. The exchange and interpretation of messages between communication units in an organization is included in this context as organizational communication. The organization consists of communication units that function in a particular environment and are connected in a hierarchical structure. In this context, communication includes group communication and individual involvement. Organizational communication seen from a functional perspective is the sharing and interpretation of messages between communication units in a particular organization Maria, et al. (2021). And in organizational

communication there are also stages of organizational change, namely unfreezing, moving, refreezing Romadona and Setiawan (2020).

Communication Functions in Organizations

Communication as a dynamic process occurs in various contexts, such as interpersonal communication, interpersonal communication, group communication, and mass communication. Various aspects studied in communication include communication management, political communication, educational communication, social communication, organizational communication, business communication, marketing communication, development communication, therapeutic communication in nursing, and many other fields. Therefore, communication has a very broad scope and covers various dimensions in human life and interaction. An effective communicator must uphold the principle of mutual respect and appreciation. Communication can be done directly or through gestures and movements. Verbal communication involves the ability to speak and listen, while nonverbal communication uses body language and visuals. Ways to communicate with coworkers and customers include showing confidence, speaking clearly and effectively, having a positive mindset, communicating when answering the phone, using social media, and improving listening and reading skills

Organizational communication is the process of conveying and receiving information or messages in a complex organizational context. This includes various aspects, such as internal communication, interaction between individuals, relations with trade unions, communication from leaders to subordinates (downward communication), communication from subordinates to leaders (upward communication), and horizontal communication or between individuals at the same level in the organization. Communication skills include the ability to speak, listen, write, and evaluate communication programs that are implemented. Communication plays a key role in carrying out four main functions in a group or organization, namely control, motivation, emotional expression, and information provision (Robbins, 2006). Each of these functions has the same importance and is important. In order to operate effectively, groups need to exercise some control over their members, encourage members to achieve optimal performance, provide channels for expressing emotions, and make decisions based on relevant information. The functions of communication involve:

- Control function: Communication is used to control member behavior by means such as conveying complaints about work to management.
- Motivational function: Communication plays a role in maintaining motivation and explaining actions taken to improve work performance.
- Emotional expression function: Communication provides a means to release tension through emotional expression and meet emotional needs.
- Information function: Communication provides information needed by members to make good decisions

Generations in the workplace

Generations in the workplace refer to the existence of different age groups working together in an organization. Currently, there are several generations interacting, such as Baby Boomers (born 1946-1964), Generation X (1965-1980), Generation Y or Millennials (1981-1996), and Generation Z (1997-2012). Each generation brings different values, perspectives, and work styles, creating complex dynamics in the modern workplace (Prasetyo & Trisyanti, 2018).

Baby Boomers are often known for their loyalty to work and adherence to a strong hierarchical structure. Generation X, which is the bridge between Baby Boomers and Millennials, tends to focus on work-life balance and independence. Millennials, who grew up in the digital era, seek meaning in work and prioritize life balance. Meanwhile, Generation Z, who grew up in the era of digital connections, has a spirit of independence and a desire to play a role in social change.

To make it easier to understand the differences between generations, the author summarizes several groups of individuals who were born in a certain time period and have similar experiences and values. Some generations that are usually present in today's workplace include (Fadlurrohim et al., 2020):

a. Baby Boomer Generation (1946-1964):

- Characteristics: Influenced by historical events such as World War II and the post-war economic recovery phase.
- Core Values: Upholding hard work, loyalty to work, and respecting hierarchical structures in organizations.
- Challenges: Facing difficulties in adapting to modern technological advances and collaborating with younger generations.

b. Generation X (1965-1980):

- Characteristics: Serves as a "bridge" between Baby Boomers and Millennials, with a childhood that was experienced before the digital era.
- Core Values: Tends to be independent, enjoys challenges, and values work-life balance.
- Challenges: Coping with changes in the economy and technology, and adapting to the increasingly rapid pace of change.

c. Generation Y (Millennials) (1981-1996):

- Characteristics: Grew up in the digital technology era, with habits of communicating and accessing information quickly.
- Core Values: Prioritizes collaboration, work-life balance, and seeks meaning in work.
- Challenges: Facing the stereotype of being an "overly pampered generation," seeking economic stability, and focusing on career development.

d. Generation Z (1997-2012):

- Characteristics: Shaped by the digital era with high connectivity, familiar with social media and cutting-edge technology.
- Core Values: Prioritize flexibility, be passionate about contributing to social change, and be self-reliant.
- Challenges: Navigate the evolving world of work and hone the necessary digital skills.

Generational diversity can pose challenges in communication and management in the workplace. Leaders and managers must understand the differences in values of each generation to create an inclusive work culture, motivate employees, and enhance collaboration across generations.

In the context of organizational communication, these generational differences present their own challenges. Generational diversity plays a significant role, where differences in values, technology preferences, and management styles require effective and flexible communication approaches. Organizational leaders must understand and appreciate these differences so that messages can be conveyed effectively to all team members. Managing these differences can improve collaboration, productivity, and employee well-being.

Intergenerational communication is a key factor in overcoming potential conflicts and strengthening collaboration. Differences in communication styles, both formal and informal, need to be considered. The use of technology, knowledge sharing, and conflict management must be tailored to the needs and preferences of each generation.

By implementing effective organizational communication, organizations can create an inclusive environment where each generation feels valued. Leaders who understand and leverage

generational diversity can motivate teams, increase productivity, and achieve organizational goals more efficiently in an ever-evolving workplace.

The flow of organizational communication

According to Morissan (2014) regarding the network theory introduced by Peter R. Monge and Noshir S. Contra, which provides the idea of "connectedness" or "attachment", which is a thought about an organization that has a communication path between individuals. Network theory in organizations views each group as part of an interconnected network. This network is divided into three categories: informal personal communication networks, intergroup communication networks, and formal organizational communication networks. The four directions of communication that have been studied are included in the formal communication network. Meanwhile, the informal communication network is formed through interactions between employees, which flow in a more flexible and unpredictable direction.

Pace and Faules (2013) view that the organizational communication network is a dynamic process, where each employee has a different role, continuously created, displayed and interpreted. The role of the network in organizational communication includes various positions, such as clique members, loners, bridges, connectors, goalkeepers, opinion leaders, and cosmopolitans. In addition, the theory of organizational communication networks also influences the formal communication functions that are established, which include coordination, feedback, efficiency, and support.

1. Downward Flow of Organizational Communication

According to Robbins (2008) downward communication flows from higher positions to lower positions. The process of interaction between leaders and members of the organization, where the flow of communication flows downward, is one effective way to convey information that can help members carry out their duties well.

There are five types of information that are usually communicated from superiors to subordinates (Katz & Kahn, 1996), namely, information about job descriptions, information about the rationale for doing work, information about organizational policies and practices, and information about member performance, and information to develop a sense of mission. The information conveyed can be through the information delivery method according to needs. Written, oral, or combining the two previous methods can be used according to the type of information to be conveyed

Downward communication is carried out by leaders to subordinates, namely from top to bottom. This communication includes conveying orders, tasks, and requests to provide advice. This shows that the leadership has implemented downward communication well, which is demonstrated by providing clear and easy-to-understand instructions regarding the work to be done by subordinates. In addition, the leadership also routinely provides information related to work procedures and legal basis, policies and direction of organizational change, performance including targets and achievements of subordinates, and the responsibilities of each member.

Several indicators that show the flow of downward communication from the leadership to subordinates can be seen in the form of delivery of the Head of Office Decree, Assignment Letter, Service Memo, Performance Achievement Report, to clear and detailed directions through the Disposition Sheet for each task that must be done by subordinates. In addition to written communication, the flow of downward communication also takes place verbally, which is reflected in routine meetings such as coaching meetings, morning activities, coaching, and informal discussions that often occur in between the busyness of daily activities.

2. Upward Organizational Communication Flow Upward communication means the flow of information that comes from a lower level (subordinates) to a higher level (leaders).

This communication is carried out by almost all members, even not infrequently the top leaders of an organization. The essence of upward communication is to convey a request to a greater, higher, or broader authority. (Pace & Faules, 2013).

Things to consider when communicating upwards are:

- a. Knowing the importance of upward communication, including as a consideration for decision-making by leaders (Sharma, 1979), as a notification to leaders when is the right time to instruct work to subordinates (Planty & Machaver, 1952), as a way to bring complaints from subordinates to the surface so that leaders know what is the closest obstacle to completing tasks (Conboy, 1976), as a way to increase subordinate loyalty because they have the opportunity to provide suggestions and ideas (Planty & Machaver, 1952), as a way to evaluate the success of delivering orders to subordinates (Planty & Machaver, 1952), as a way to solve problems and employee involvement in work and the organization (Harriman, 1974).
- b. Understanding what information will be communicated, namely information that is in the form of notifications, explanations, in the form of suggestions and ideas and to express feelings to leaders.
- c. Knowing how information can reach the top, namely by building employee trust in the organization through leaders (Jackson, 1959).

Building effective communication is the basic principle of upward communication. This can be achieved if it is well planned, carried out continuously, and regularly. The main focus of upward communication is sensitivity and openness to input from lower levels, listening objectively, responding to problems, and utilizing various media and channels to facilitate the flow of information. Therefore, effective upward communication can increase employee loyalty, because they are given the opportunity to convey suggestions and ideas to leaders. Similar to the flow of downward communication, upward communication also involves submitting reports, proposals, and suggestions from employees at lower structural levels to their superiors. This reflects that employees as subordinates routinely submit reports after completing tasks or work.

Upward communication flow can be seen in the form of written reports, such as routine monthly, quarterly, annual reports, or activity reports after tasks are completed. For work that is still in process, in addition to work progress reports, subordinates can also convey information verbally in coaching meetings, coaching sessions, or through non-formal oral communication when discussing with superiors, with permission from superiors.

3. Lateral Organizational Communication Flow

Horizontal communication is defined as the delivery of information between colleagues in the same work unit. The units in question are those that have the same superior, the same authority in an organization. (Pace & Faules, Organizational Communication, 2013). In addition to communication within units, horizontal communication also exists as a form of communication between equal units to improve coordination. Through horizontal communication, communication between units can work more freely than upward or downward communication. Basically, in an organization this can happen, because the completion of several tasks usually involves several related units. This type of communication increases the power of decentralization (Verma, 2013). Communication that causes the work process to be carried out properly. The purpose of this horizontal communication according to Pace & Faules (2013) is to coordinate work assignments, convey information about plans and activities, to solve problems, to gain common understanding, and to reconcile, negotiate, and mediate differences, and to foster interpersonal support.

Horizontal communication often occurs in various forms, such as committee meetings, personal interactions, breaks, telephone conversations, memos, and notes. Barriers to horizontal communication are similar to barriers to upward and downward communication, such as lack of trust, a tendency for one-way communication (upward), and competition between individuals. In line with the previous communication flow, lateral communication is carried out by employees who are under the same leadership, with the aim of coordination between fellow employees. This

communication is reflected in the form of employee coordination to complete tasks, share information about work plans and organizational activities, and provide up-to-date information about work so that new members can carry out their duties well.

In addition, lateral communication also involves discussions about existing policies, rules, and problems, as well as efforts to resolve differences in perception between employees and provide positive support for each other. In reality, this lateral communication flow can be found in written communication through official memos, although it occurs more often verbally and informally, such as in casual discussions to discuss work and problems being faced.

4. Diagonal Organizational Communication Flow Across Channels

Diagonal communication occurs between people or positions that are not superiors or subordinates to each other. So this communication is known as cross-channel communication. As a one-way organizational communication flow, diagonal communication has important information in the organization. (Pace & Faules, 2013). Diagonal communication is actively carried out by functional/specialist staff. This happens because their responsibilities usually appear in several command authorities and networks related to the position. There are two conditions that should be met to ensure that the diagonal communication flow runs well, namely:

- a. Each member gets permission from his/her immediate superior, in the form of a general policy to justify diagonal communication
- b. Must notify the results of the meeting and information to his/her superior.

Diagonal communication is often caused by members who do not pay attention to their position in the position. Another cause is due to the relationship between people in the organization called informal communication (Pace & Faules, 2013). Diagonal communication flow is found in written form through routine reports, performance achievement reports, and other correspondence. In addition to written, diagonal communication flow is also seen in oral communication, both formal and informal, according to the existing container. Such as work team meetings, committee meetings and informal discussions.

CONCLUSION

The flow of communication between generations at the Kelapa Dua Depok Brimob Command Headquarters shows four directions of information or message flow in the Kelapa Dua Depok Brimob communication. The downward organizational communication flow, the upward organizational communication flow, the lateral organizational communication flow, and the cross-channel communication flow are the information flows carried out by superiors and members in creating harmonious relationships and synergistic cooperation. The organizational communication flow applies ethics, according to the type of information to be conveyed. The flow of organizational communication between generations at the Kelapa Dua Depok Brimob Command Headquarters shows challenges and dynamics influenced by differences in character, communication style, and use of technology between different generations. In this context, communication is divided into several types, namely upward, downward, and horizontal communication, each of which has an important role in maintaining smooth operations and coordination in the work environment.

Upward communication (from subordinates to leaders) runs through formal channels, such as written reports, and oral communication in routine meetings such as meetings or coaching. Meanwhile, downward communication (from leaders to subordinates) is intended to convey instructions, policies, and information related to work. On the other hand, horizontal communication between employees from different generations is more often done verbally and informally in the form of discussions or casual chats, although it can also involve written communication such as official memos. Although there are obstacles in communication between

generations, such as differences in understanding technology and communication styles, efforts to build effective, open, and inclusive communication can help create better coordination and improve organizational performance. Overall, effective communication between generations in Brimob Kelapa Dua Depok can strengthen teamwork, improve understanding between members, and support the achievement of the organization's vision and mission.

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